



## How is the Football Schools Franchise Using a Valuable Approach to Revenue-Generating Capacity in Iranian Football Clubs?

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### ABSTRACT

**Purpose:** One of the intangible assets of clubs is the transfer of privileges, including licenses to establish football schools. The researcher aimed to identify and rank the factors affecting the power of the franchise assignment of clubs to develop football schools.

**Methodology:** The research was conducted in a mixed-method in two parts. Including quantitative and qualitative. The research sample consisted of 11 experts aware of football and sports industry issues. The research tools included library studies, interviews, and researcher-made questionnaires with six indicators and 33 sub-criteria provided to the research samples. Data analysis was performed by AHP and ANP tests in Supers Decision software version 3.2.

**Findings:** The results in AHP analysis showed that human resources, management, legal, software infrastructure, marketing, and economic indicators were the essential factors in enhancing the franchise power of clubs, respectively. Also, in ANP analysis, while determining the weight of sub-criteria and the relationships between the main criteria, the importance of human resources index, managerial expertise, marketing, software, legal and economic infrastructure were the factors influencing the promotion of club franchise power. Thus, human resources are considered the essential internal resource.

**Originality:** Few studies have been done on franchise rights in sports, specifically football clubs. A few studies have been done on how football schools franchising increases clubs' income. And from a micro and macro perspective, it has addressed the issue of managing the transfer of exploitation rights.

### Keywords

AHP & ANP Modelling  
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## 1. Introduction

Everyday marketing is somehow related to our lives as human beings. It is defined as a socio-managerial process by which individuals and groups meet their needs and wants by producing and exchanging goods with each other (Kotler & Keller, 2011). Also defined by Pitts and Stotlar (2007), "Sports marketing" is the process of designing and carrying out activities to produce, value, promote, or distribute a sport or sporting goods to satisfy consumers' needs and desires achieve the goals set by companies. They conclude that the focus of sports marketing is, in fact, a specific area between manufacturing companies and consumers and believe that meeting the needs of consumers is more important. This definition should eventually be considered by all manufacturers of sports products (Pitts & Stotlar, 2007).

Babapour (2005) -argued that: "to better respond to the needs of consumers and with the transformation of business practices that have grown in recent years in developing countries", the use of intangible assets, especially intellectual capital of companies, is to benefit from multiple businesses. Therefore, attention to using all tangible and intangible income sources, including franchise rights as one of the organization's intangible assets, is considered a communication network between small independent businesses. This tendency is called specific contracts. The payment of fees as the right to use the franchise asset is one of the most important subdivisions of marketing management in organizations (Babapour, 2005). A franchise is a business operation formed with the franchisor's support, while the franchisor's success depends on the cumulative revenue stream of the successful franchisee. Therefore, the franchisor needs a system with a broad vision to manage the franchisee's revenue and its own. In such a situation, the franchisee is less likely to engage in passive behavior in their day-to-day operations, maintaining and enhancing the franchise system brand equity (Hsu & Jang, 2009). For example, sports investment is a mature business in the US, and wealthy owners see the sector as an opportunity-a for a prosperous industry. So, it can attract substantial corporate sponsorship, significant broadcasting revenues and networking possibilities that can extend global franchises and open up new avenues of business (Ahern et al., July 2020).

Football clubs are a particular type of business organization. Their main goal is not financial performance but sporting performance. But contrary to the common idea that good on-field performance will drive good financials, there is evidence that better revenue-generating structures can significantly impact the team's performance (Perez-Cutino, 2008).

There are significant differences in the ability of the clubs to monetize the increased interest that football raise in the general public around the globe, and even bigger clubs still derive most of their revenues from their home markets and through traditional means (Perez-Cutino, 2008). One of the initiatives is the compulsion for the franchises to invest in the development of grassroots football (Mangesh Sawant, 2021). For example, Borussia Dortmund (BVB) has earned a reputation for talent development, focusing on young players within and outside Germany. While their team of exciting young players has pushed them into contention for honours once more, the club has

benefitted from record revenues and expanding business opportunities. Ajax has reclaimed its position as a club that develops and nurtures young players that yield decent profits. Ajax is the leading club for producing talent in the top leagues in Europe. Undoubtedly contributed to the club's 17% increase in brand value to €198 million (Ahern et al., July 2020).

Brighton's expansion also includes improvements to their training ground, creating a regional talent centre that can tap into young players in the area. Sevilla is also committed to grassroots development in emerging markets, such as India, hosting football schools for young children (Ahern et al., July 2020). Companies such as the Wanda group have made huge investments, who own shares in Atletico Madrid and are sponsors of FIFA since 2016. Evergrande Real Estate Group has also made investments in various fields, such as the football school they run in partnership with Spanish giants Real Madrid (Mangesh Sawant, 2021).

The distribution and commercialization of Real Madrid products is the final category of new businesses concerns. The club uses two establishment types to sell its products: official club stores and franchises (Miguel & Forcadell, 2006).

In Iran, too, football schools are trained by experienced coaches. Accordingly, to developed nations, football schools are expected to be influential in various aspects of the growth and development of football in a city or region. But before they became the basis for action, they have had more sources of income. They are often operating on a temporary, seasonal, non-standard basis. In the meantime, the clubs have not withdrawn their rights from this tangible asset, and the general public has not received decent and standard services from these schools. The consequences of this disorder are not only related to the development and material issues of football. Instead, the cultural implications of insufficient oversight of the activities of these clubs can cause many social and cultural problems for families and society. Also, the damage to the brand of the clubs and impossibility of returning the investments that the clubs spend on their professional activities developed and the government budgets to which they depend are more. Yet, on the other hand, it keeps the club managers at the forefront of technical and professional growth and development in the national and international arenas.

It seems insufficient attention to the sources of intangible assets in the Iranian professional sports and the lack of a coherent and defined military so that updates and attention are paid to all day. Along with insufficient supervision over these schools' work by the football federation, especially the clubs' officials, on the one hand, has caused the talent identification disruption. On the other hand, also, it is not efficient enough, and, gaining an advantage related to the right to sell football school operating points with the club's name and logo. The resulting financial income will turn into a forgotten problem in professional football in the country.

Therefore, cultural and economic growth and development of the country and improving the situation of clubs in developing their non-governmental sources of income are essential. Also, it is suitable to increasing jobs opportunities and football development as an economic stimulus for the sports industry. It is a significant industry with all its social, cultural, political, and economic benefits for the country, considering that franchises, especially in football schools, have received less attention in the sports

and football industry research literature. Therefore, we decided to identify and study the factors that play a role in strengthening the franchise power of clubs to transfer the operating rights to football schools.

## 2. Theoretical background

Franchising is one of the essential sources of entrepreneurial growth that involves two types of entrepreneurs. First, a franchisor identifies an opportunity and manages the distribution of his brand image in different geographical areas. Second, take advantage of this opportunity locally. By providing financial capital, high motivation, and expert management, the franchisee leads to the rapid growth of the franchisor's entrepreneurial capacity, which reduces costs, attracts investors, and promotes rapid growth (Madanoglu et al., 2011). Franchising is a business model where the franchisor extends business know-how, intellectual rights, and the right to operate in the name of a brand for consideration (usually in the form of fees and royalties) to the franchisee (Alon et al., 2021).

A franchise is a system in which the franchisor allows someone to build a brand. Franchising successfully is a low-risk growth strategy. It is a business model to generate mutual benefits (Jang & Park, 2019). To establish a long-term relationship between franchisor and franchisee, a balance between the interests of the two parties to the contract is critical. For example, if the franchisee's benefits outweigh the franchisor's, the controversy will ultimately damage the relationship between the two to balance the benefits (Jang & Park, 2019). The franchisor is considered an essential factor in the franchise agreement and plays a decisive role as a manager. Therefore, managing the relationship between the franchisor and the franchisee is very sensitive to create a sustainable franchise system (Jang & Park, 2019).

The main question in franchise research is why do entrepreneurs grow through franchising? The initial answer is that the entrepreneur gains access to the financial, human, and information resources needed to proliferate during the franchise process. The combination of capital, managerial talent with motivation, and local market knowledge that the franchisee brings with it allows investors to overgrow (Gillis et al., 2018). In this regard, Eskini and Bagherabadi (2011): "In franchise agreements based on the business method, the concessionaire, while dependent on the concessionaire, from his system and procedure, which has already been proven to be superior and by other investors. The franchisee's exercise of the franchisor's exclusive rights, regardless of his obligation to pay royalties, imposes other requirements, such as the secrecy of his trade secrets and non-competition and the provision of the franchise system (Eskini & Bagherabadi, 2011). Gillen and Mantin (2014) demonstrate that if the potential for concession revenues is small, the private airport will focus attention on generating income from aviation activity, thereby suppressing aviation activity and ultimately resulting in a sizeable aeronautical welfare loss. Lee (1999) also noted that franchising was introduced as a way of doing business. Countries such as the United States and global markets have revolutionized business prosperity, job creation, and economic development (Lee, 1999). Combs et al. (2004) also noted that the role of franchises in

the growth of global entrepreneurship and new investments in various industries should not be underestimated (Combs et al., 2004).

Business intelligence is not just for the franchisor but for the franchisee. There is a strong relationship between the franchisor and the franchisee. Concessionaires rely on franchisees to do business because the franchisee is the party who starts the business first and sells his right to do business using intellectual property and business information (Halim et al., 2014). Therefore, Brookes (2014) predicts the franchisee's business strategy, the franchisee's performance and behaviours, customer behaviours, favourite products, and Improved commercial value used (Brookes, 2014). Davies et al. (2011) study on a model of trust and compliance in franchise relationships concluded that trust in the franchisee is the only determinant of the essential franchise compliance critical to the franchise's performance (Davies et al., 2011).

Mansfield and Killick (2012) described how the Netball League franchise framework developed in the United Kingdom. He concluded that the strength of the franchise model stems from the shift of a hierarchical model to a decentralized and informal model by a high degree of diversity in the organizational environment, characteristics and structure of the organization itself has been non-standardized and specialized (Mansfield & Killick, 2012). The franchisor's performance is essentially dependent on the franchisee's performance and relies on a relationship between the two parties. Also, the franchisee is willing to continue the current business relationship with the franchisor only if satisfied with the justice, internal independence, formalization, and franchisor's support (Jang & Park, 2019).

Gillis et al. (2018) examined a sample of 229 franchisors, stated that franchise management capabilities are significantly related to how franchisors perform (Gillis et al., 2018). The development of team identification is critical for a new sporting organization as it seeks to grow a fan base and market share (Kerr & Wijeratne, 2021). Therefore, franchise management capabilities as a new theoretical structure link the franchise and how franchisors operate. The same is true in the field of sports organizations. Many intangible assets, including franchisees, can plan and focus on transferring operating points in various forms and spaces, including clubs, academies, and football schools. The franchising football schools are beneficial not only for revenue generation but also for the development of football and the prosperity of the sports and football industry and the countries' cultural, sports, and social development. Therefore, all over the world, football schools act as a base for recognizing and cultivating talents and introducing them to the world of professional football. These schools also achieve goals such as the development of football among children and adolescents, primary and scientific football education, identifying and discovering top talents at an early age and paving the way for its flourishing, as well as enriching the leisure time of infants and adolescents by creating a healthy environment attractive and cheerful created.

### **3. Methodology**

The present study did in mixed-method include qualitative and quantitative sections during the three stages of the study, we did literature review, interviews, and then

quantitative calculations. First, we studied the articles and documents on franchising. Then, by categorizing the materials obtained from the studies, the initial material for conducting semi-structured interviews with 11 football management and coaching experts and football club management concerning football academies and football schools was obtained by open and pivotal coding of the results from the interviews conducted and their comparison with the research literature, the influential factors in the research topics identified and categorized. A semi-structured interview is an interview in which the interview questions are determined in advance, and all respondents are asked the same questions; But they are free to answer in any way they want (Delavar, 2004). Then, by extracting the factors, a questionnaire with six indicators and 33 sub-criteria was prepared to determine the importance and priority of the obtained items—the questionnaires were distributed among the same group of interviewees. In the last section, we used the AHP test to extract the rankings and the relationships between the factors of the questionnaires. The validity of the findings is guaranteed. It was calculated by the inconsistency rate of 0.083 (fewer than 0.1 is acceptable).

Then, the main criteria of the research were ranked on the research events using the hierarchical analysis technique. Then the sub-criteria were entered into the analysis using the ANP technique. After presenting the rank of sub-criteria; The results of AHP and ANP were compared. The two tests did in the Supers Decision Software version 3.2. Finally, the researcher obtained a decision model related to the factors influencing the promotion of the franchise power of professional football sports clubs in transferring the right to establish football schools.

## 4. Results

A hierarchical technique was used to evaluate the rank of the leading research criteria and their weight. The basis of this decision-making method was based on pairwise comparisons. Here are the results of this calculation (Table 1):

**Table 1.** The rank of main research criteria and their weight from Hierarchical Technique (AHP).

	Economic	Human resources	Legal	Managerial	Marketing	Software infrastructure	Rank	Weight
Economic	1	1.99	2.19	1.12	0.29	7.94	6	0.080
Human resources		1	1.24	2.45	0.26	1.41	1	0.318
Legal			1	0.47	0.31	1.38	3	0.177
Managerial				1	0.42	1.93	2	0.184
Marketing					1	0.79	5	0.111
Software infrastructure						1	4	0.127

As presented in Table 1, the highest rank is related to the human resources variable, and the lowest level is associated with the economic variable.

### 4.1. Investigation and prioritization of factors by ANP technique

The ANP technique was used again to evaluate the rank of the leading research criteria and their weight. This decision-making method was based on pairwise comparisons of

factors that are not independent of each other. Here are the results of this calculation (Table 2):

**Table 2.** The rank of the leading research criteria and their weight using the ANP hierarchical technique.

Criteria	Weight	Rank
Human resources	0.249	1
Managerial	0.223	2
Marketing	0.212	3
Software infrastructure	0.149	4
Legal	0.091	5
Economic	0.073	6

As presented in Table 2, human resources with a weight of 0.249 have the highest rank, and economic criteria with a weight of 0.073 have the lowest.

**Table 3.** The rank of sub-criteria of main research factors and their weight using the ANP hierarchical technique.

Factors	Weight
<b>Human Capital Factor</b>	
Use of expert human resources in the club (experienced national coaches)	0.413
Leadership style of club managers	0.232
Employee experience in other club franchise agreements	0.125
Number of players in the national team	0.115
Increasing the club's support for football schools	0.111
<b>Management Factor</b>	
Club structure and culture	0.374
Level of management of human behaviors, attitudes, procedures, and technology in the club	0.223
Design and implementation of club operating standards	0.192
Business intelligence	0.117
Information sharing	0.092
<b>Marketing Factor</b>	
Number of club fans	0.226
The social and cultural influence of the club in the community	0.244
Club's championship records and successes	0.162
Club activity history (dating)	0.154
Brand value (club brand)	0.117
Club advertisements to attract the cooperation of football schools	0.065
The unsaturated labor market for football schools	0.029
<b>Software Infrastructure Factor</b>	
Work environment (organizational climate) of the club	0.270
The quality of the club's interaction with all stakeholders through the website and the media	0.129
Creating educational opportunities for football school staff	0.210
The level of information technology used in the transfer of knowledge and information of the club	0.079
<b>Legal Factor</b>	
The health of the franchise agreement legally	0.231
Develop legal regulations for franchise agreements	0.140
The influence of the club in the application of quality indicators by football schools	0.130
Presence of professional legal advisors along with club managers	0.110
The political power of club managers	0.192
Football school principals trust the club's competence and honesty	0.124

Factors	Weight
A fair contract between clubs and football schools	0.069
<b>Economic Factor</b>	
Club capital	0.268
Facilities that the club provides for the fans (club attractions) (Such as e-ticketing, active fan club, loyalty incentives.)	0.239
The profitability of the club	0.037
Club turnover	0.054
The value of the club's stock on the stock exchange or over-the-counter	0.040

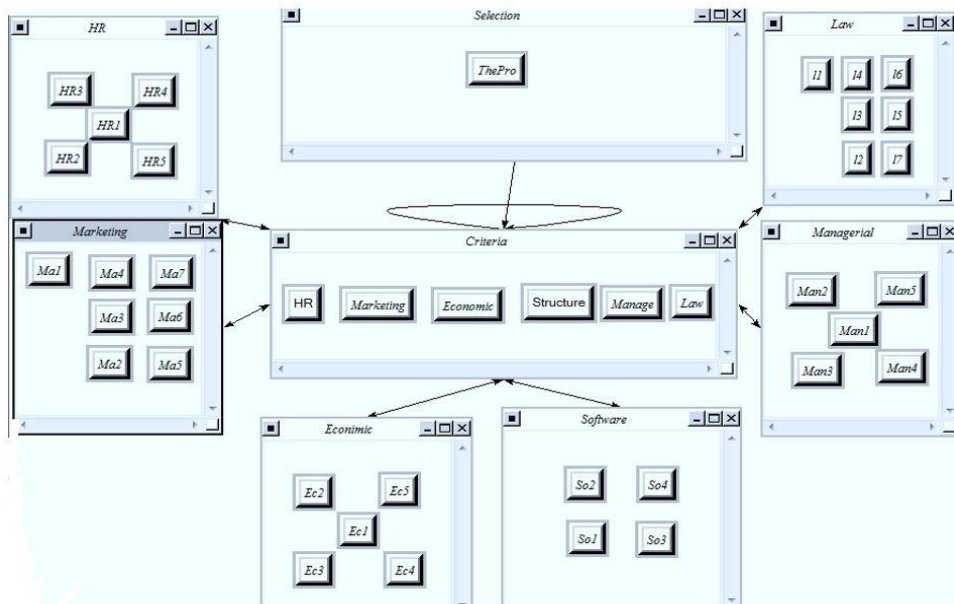


Figure 1. Research model on criteria and sub-criteria.

### 5. Managerial implications

For years, traditional businesses have given way to professional companies. With the priority of science, human beings have realized that it is necessary to use scientific methods in all issues, including management, to survive and progress. Organizations that do not adhere to this fundamental principle will burden society and governments or ultimately fail. The same rule applies to the direction of the football club, which is one of the most expensive sports businesses. Managers who are not willing to follow certain scientific principles in the club's management sooner or later have to pay attention to valuable sources of income, such as franchising to operate goods and services with the name and logo of the club. In this way, it is necessary to overcome legal obstacles and bear the costs of establishing a system of assignment and supervision of franchisees. The main factor that can help clubs is expert human resources. Attention to structures,



marketing, and economics were the items suggested in this article to introduce managers' use in using the franchise of products and services of football clubs.

## **6. Discussion and conclusion**

The purpose of this study was to identify the influential factors in promoting the power of the franchise. The results in AHP analysis showed the human resources index with weight (0.318) as the most crucial index; managerial (0.184), legal (0.177), software infrastructure (0.127), marketing (0.111), and economic (0.127) were the following most essential indicators in enhancing the franchise power of clubs, respectively. Also, in ANP analysis, the human resources index with weight (0.249), as the most crucial index; Management (0.223), marketing (0.212), software infrastructure (0.149), legal (0.0119), and economic (0.073) were the following most essential indicators in promoting the franchise power of clubs, respectively.

Managers of organizations have found that human resources are one of their most important assets. Therefore, failure to pay attention to the strengths and weaknesses of the organization in terms of human resources will lead to incorrect choice of the optimal strategy for the organization. Also, the change of direction in the strategic management literature from the emphasis on external environments to internal resources based on the attitude of the resource has provided a platform for human resource management researchers to discuss the importance of human resources as the most critical internal resource. Some energy, savings, and natural resources are valued, but these are used daily, and copying can always be helpful. In such areas, human resources can be a significant source of competitive advantage. Also, today the role of human resource management is different from the past. If not more, at least as important as other parts of the organization and more critical tasks and responsibilities have been assigned. Its role and importance are increasing day by day.

Human resources must also introduce new functions and policies, and operations managers must implement progressive policies (Boxall & Purcell, 2003). Also, according to Baker et al., Successful managers today believe that the valuable asset that creates a competitive advantage for the organization is its employees. Only the employees keep the organization at the forefront of competition (Becker et al., 2001). Cho (2004) also examined an essential feature in the privilege narrative in his research. Explaining the results of his research report, he stated that the partner's characteristics (scorer), support and cost, were the most critical determinants of the purchase of goods (Cho, 2004). The effectiveness of the human resources component in enhancing the franchise power seems to be in line with the views of researchers such as Rose and Kumar (2006), Boxall and Purcell (2003), and Becker et al. (2001) and with the opinions of researchers such as Cho (2004) is inconsistent. In this regard, we argued that human resources are one of the most critical assets of organizations. Human resources play an essential role in improving the productivity of the organization. Due to various developments and developments, organizations need to seek upgrades for their human resources to gain a competitive advantage over their competitors.

After human resources, both management and legal factors are other important and influential factors in this field. It will be possible for clubs to pay attention to management principles in exploiting this valuable resource under legal factors. For example, paying attention to the club's structure and updating the general management of the clubs in adopting the principles of professional club management and managing human behaviors, attitudes, procedures, and technology in the club are other factors that can do in this way. By standardizing professional management practices in the country's clubs, the management of the executive and operational affairs of the clubs under the operational standards is another matter in providing standard services. Thus, by observing the principle of equality between the beneficiaries, the right to establish a football school has financial benefits for the club and society. It will benefit from it. Utilizing business intelligence in club management and databases in many ways, including the proper and up-to-date management of football schools, can be an effective aid in this regard. These results are consistent with the Babapour (2005) and Jang and Park (2019) research. From a legal point of view, paying attention to the health of contracts is another issue that has received less attention today and has made the country's football very vulnerable to legal problems in the international arena. In this way, the presence of professional legal advisors and the club managers and the development of legal regulations for franchise agreements is one of the cases in which there is no room for delay, and legal experts must have a more prominent presence in this field. If legal advisors can establish their permanent presence in the management of clubs, it will expand the club's influence in football schools' application of quality standards. On the other hand, with club managers' increasing influence and political power, their situation will be empowered. Such that the atmosphere of trust of football school principals in the competence and honesty of the club and a fair contract between the club and football schools will expand.

Club management will not be possible without the involvement of factors such as marketing. Fans are one of the essential sources of clubs and their natural wealth. Increasing the number of fans without observing the relevant techniques, paying attention to their satisfaction, and increasing fan loyalty cannot be considered sustainable sources for clubs. Therefore, it will allow the club to socialize in the local, regional, and even global community, which will increase the club's social base and help the club when needed. Preserving the club's historical records and championship titles are other things that can be effective in developing and maintaining the unique value of the club brand. Keeping the club's historical memories and achievements in the club museum is one thing that can bring countless benefits to it. These results effectively enhance the club's power to transfer the rights to use the club-related goods and services. Advertising is an integral part of marketing, besides advertising, marketing, and clubs' social influence by creating a relationship with the fans and the host city's people.

It is no secret that the management of sports organizations and clubs will be possible with the help of infrastructure. Even a superhuman manager cannot develop a club alone. It is natural that maintaining a healthy and professional relationship with the government and legal institutions, including the federation and the league organization, as well as fans, veterans, and employees of the club and members of the community are

areas for which careful scientific planning and particular investment should be made. Other necessary infrastructures include developing and creating equal educational opportunities for football schools, which cannot be expected to be a powerful arm of the club in the community and as a cultural tool. Economic (Elahi et al., 2021) issues are raised for it.

Like any other organization, attention to information systems is a crucial element of the infrastructure of a great football club. Few organizations can be found today, without which it would have succeeded. Paying attention to human capital on the one hand and planning for the club's economic and financial prosperity to develop working capital and increase its profitability are critical issues for any organization. In other words, the era of sports clubs' dependence on public and state capital has ended, and clubs will be able to survive as government for-profit organizations. Maintaining a sustainable competitive advantage is no longer possible based on popular bases and fans. Because clubs, like other organizations, have a duty to serve the community in which they operate economically and culturally. Relying on the club's sources of income, including brand equity, ticket sales, goods with the name and logo of the team and the league, and paying attention to the value of teams shares in the stock market, can cause the development of other sources of incomes. This step will effectively reduce the club's dependence on public budget resources and the professional management of the club and consequently the league.

Researchers in this study had some limitations. If more quantitative data from clubs' activities were available, we could have more objective results. The most way to promoting the clubs' revenue and social effects is more scientific, intelligent and measurable management. Also, more experienced and more specialist club managers can gain more success. We propose future research on clubs' data if available to have more objective and measurable results.

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## چگونه واگذاری امتیاز تأسیس مدارس می‌تواند رویکردی درآمدزا در باشگاه‌های فوتبال ایران باشد؟

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### کلیدواژه

باشگاه‌های فوتبال  
فرانشیز  
کسب و کار  
مدارس فوتبال  
مدل‌سازی AHP & ANP

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** یکی از دارایی‌های ناملموس باشگاه‌ها واگذاری امتیازات، از جمله مجوز تأسیس مدارس فوتبال است. محقق در این تحقیق بر آن بود تا عوامل مؤثر بر ارتقای قدرت فرانشیز واگذاری مجوز تأسیس مدارس فوتبال باشگاه‌ها را شناسایی و رتبه‌بندی نماید.

**روش:** تحقیق به شیوه‌ای ترکیبی و در دو بخش کیفی و کمی انجام شد. نمونه تحقیق ۱۱ نفر از خبرگان آگاه به مسائل فوتبال و صنعت ورزش ایران بودند. ابزار تحقیق شامل مطالعات کتابخانه‌ای، مصاحبه و پرسشنامه‌ای محقق ساخته با ۶ شاخص و ۳۳ زیرمعیار بود که در اختیار نمونه‌های تحقیق قرار گرفت. تحلیل داده‌ها با دو آزمون AHP و ANP و در نرم‌افزار سوپر دیسیژن نسخه ۳.۲ انجام شد.

**یافته‌ها:** نتایج در تحلیل AHP نشان داد به ترتیب شاخص‌های منابع انسانی، شاخص‌های مدیریتی، حقوقی، زیرساخت‌های نرم‌افزاری، بازاریابی و اقتصادی به ترتیب مهم‌ترین عوامل در ارتقای قدرت فرانشیز باشگاه‌ها بودند. همچنین در تحلیل ANP ضمن تعیین وزن زیرمعیارها و روابط میان معیارهای اصلی، به ترتیب اهمیت مشخص شد شاخص منابع انسانی، شاخص‌های مدیریتی، بازاریابی، زیرساخت‌های نرم‌افزاری، حقوقی و اقتصادی عوامل مؤثر در ارتقای قدرت فرانشیز باشگاه‌ها بود. بدین ترتیب، منابع انسانی به‌عنوان مهم‌ترین منبع درون‌سازمانی محسوب می‌شود.

**اصالت و ابتکار مقاله:** مطالعات محدودی در زمینه واگذاری حق امتیاز بهره‌برداری در ورزش انجام شده است. این تحقیق از جمله مطالعات معدودی است در مورد چگونگی افزایش درآمد واگذاری حق امتیاز مدارس فوتبال توسط باشگاه‌ها انجام شده و از منظر خرد و کلان به موضوع مدیریت واگذاری حق بهره‌برداری پرداخته است.

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